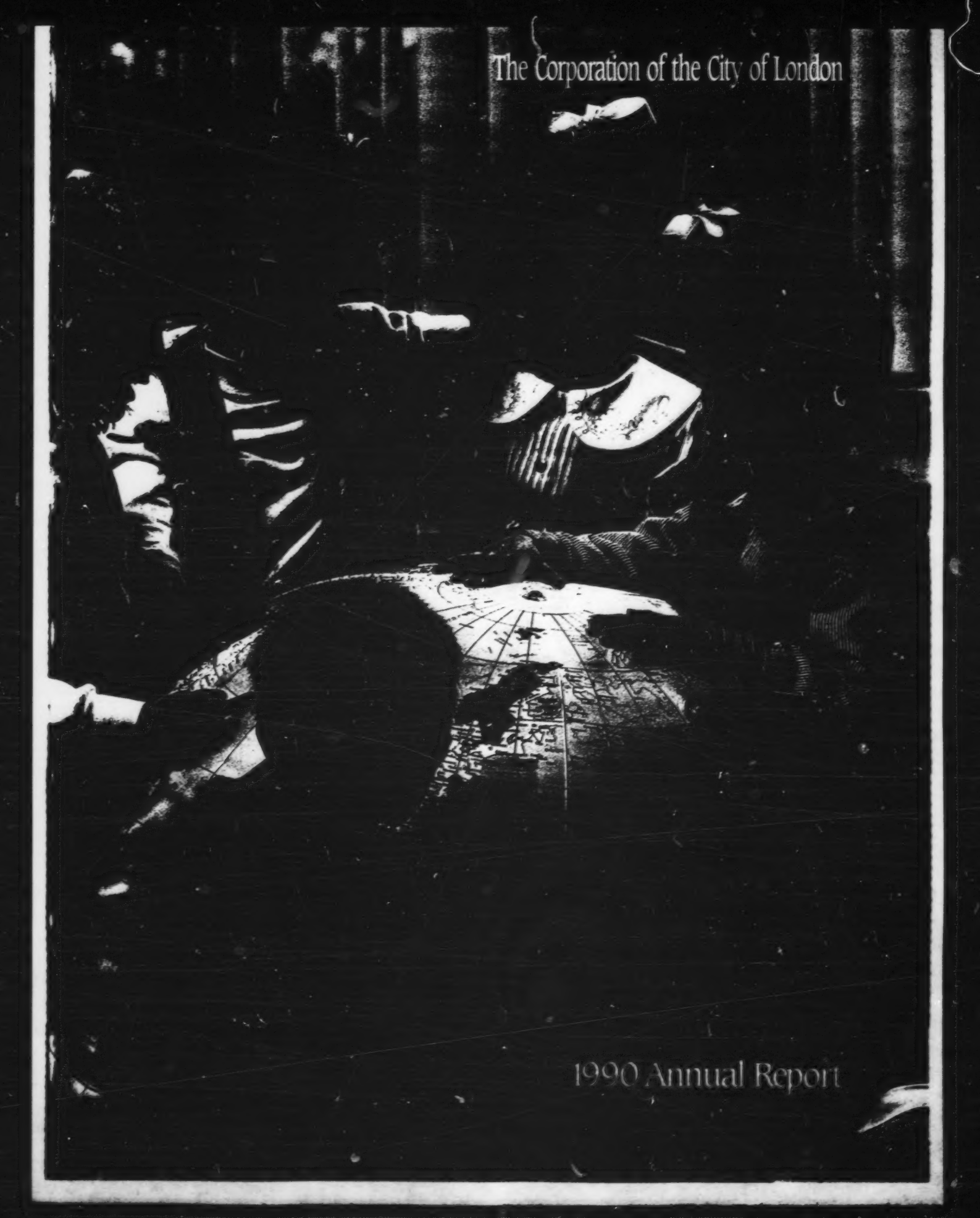




The Corporation of the City of London

1990 Annual Report

The Changing Face of London

When Lieutenant-Governor John Graves Simcoe first laid eyes upon the picturesque forks of the Thames on March 2, 1793, he could not have imagined the vibrant city that would rise on its banks almost 200 years later.

London's modern day character has deep roots. In 1838, the military presence began when London was a garrison town. In 1838 it became a town and by 1855, London officially obtained city status.

Early in its history, the City began laying down the blocks upon which our sturdy foundation is built. As a transportation centre strategically located at the centre of Southwestern Ontario, London was reached in the early days by the Governor's Road, which linked small communities across Southwestern Ontario. When the Great Western Railway arrived in 1853, it became a key factor in the City's prosperity.

Soon after the railway, London established its reputation as a financial and educational centre. The establishment of the Huron and Erie Savings and Loan Society (now Canada Trust) in 1864 was followed by the London Life Insurance Company in 1874. London's standing as an educational centre was cemented when Huron College opened its doors in 1863, and the University of Western Ontario in 1878. Today, with the addition of Fanshawe College, those doors are opened to 100,000 full-time and part-time students each year.

As our name would suggest, London's cultural history a century ago was much like that of the rest of Ontario - predominantly of British origin with a small representation of French and Native cultures. In the 1990's, however, London is home to residents with over one hundred different cultural backgrounds.

Just as the city attracted its first British settlers, immigrants from Eastern Europe, Southeast Asia and South America now come to make their homes at the city on the Thames. While the majority of Canada's immigrants (55%) intend to settle in Ontario, with Metropolitan Toronto attracting the largest number, the City of London is becoming a key destination. In 1990, Employment Canada spent \$3 million on the English as a Second Language Program in London, and \$4 million on location adjustments.

The London of today is a vibrant city with a rich heritage, a diversified population and unlimited future.

Location:

Midway between Toronto, Ontario and Detroit, Michigan; approximately 190 kilometres from each.

Area:

181.2 square kilometres

Parkland:

1,175.4 hectares

Population:

305,200

Number of Households:

128,453

Labour Force (Metropolitan Area):

169,750

Unemployment Rate (Metropolitan Area):

London 5.9

Ontario 6.3

Canada 8.1

Climate:

	Mean High	Mean Low	Mean Precip.
Summer	25C/78F	13C/56F	78.6"
Winter	-1C/30F	-9C/16F	76.0"

Cover Photograph:

The London Regional Children's Museum, a City of London grant recipient, supports the development of creative young minds through a variety of stimulating events and activities.

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Message from the Mayor



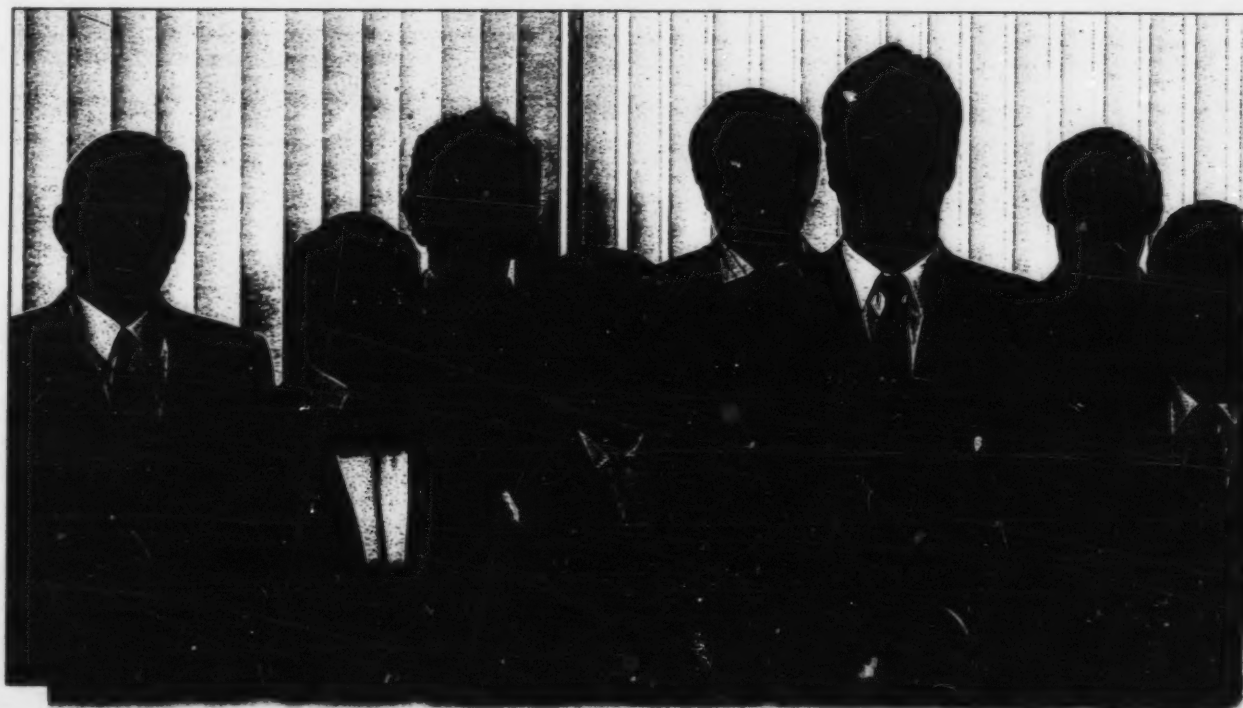
On behalf of London City Council, I am pleased to present the Annual Report for 1990. London has grown and prospered because of its diverse multi-national, multi-cultural communities that add to the fabric of our day-to-day lives. The world we live in today, at the very least, is facing some serious challenges. The spirit of cooperation that I see in our community demonstrates that our country and city offers a haven to men and women who are committed to carving out a new future - a future of peace.

Regardless of race, colour, creed or religion, these individuals and groups give of their time and give of their hearts. We must not lose sight that it is the intangibles, the human element, that drives any community and shapes its social conscience. Every year it is my pleasure to meet with many volunteers and community service groups that work tirelessly and, for the most part, without recognition, to help their neighbour.

We remain positive in our long-term prospects and in the basic strengths of our city. London has emerged as a city where innovation is the norm and the entrepreneurial spirit is alive and well. London will continue to draw new people who want to share a vision and become part of one of Canada's most unique and exceptional municipalities.

A stylized, cursive signature of T.C. (Tom) Gosnell.

T.C. (Tom) Gosnell
Mayor



Councillor J.H. (John) Irvine
Ward 1

Councillor W.J. (Bud) Pettit
Ward 3

Councillor J.B. (Joe) Swan
Ward 2

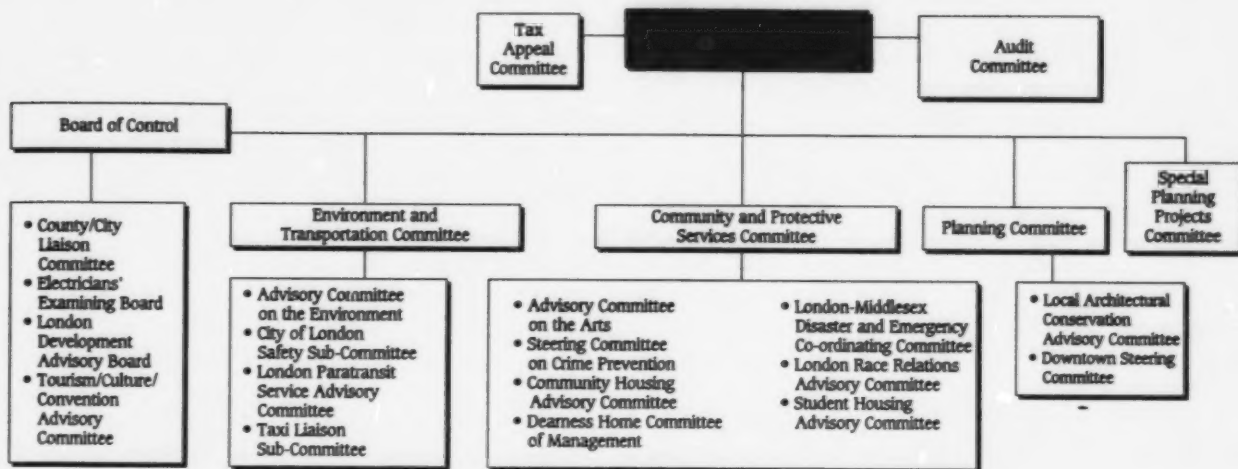
Councillor M.E. (Martha) Joyce
Ward 7

Councillor P.E.O. (Paul) York
Ward 6

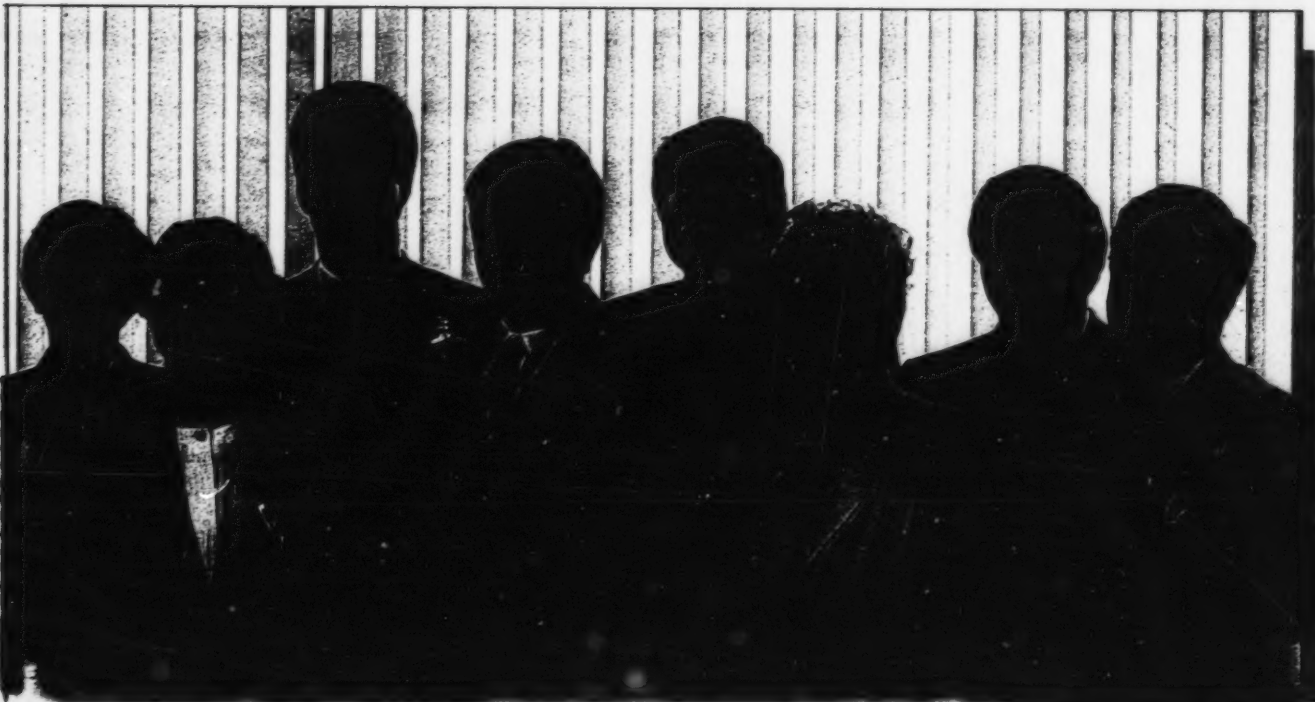
Mayor T.C. (Tom) Gosnell

Councillor C.V. (Vaughan) Minor
Ward 6

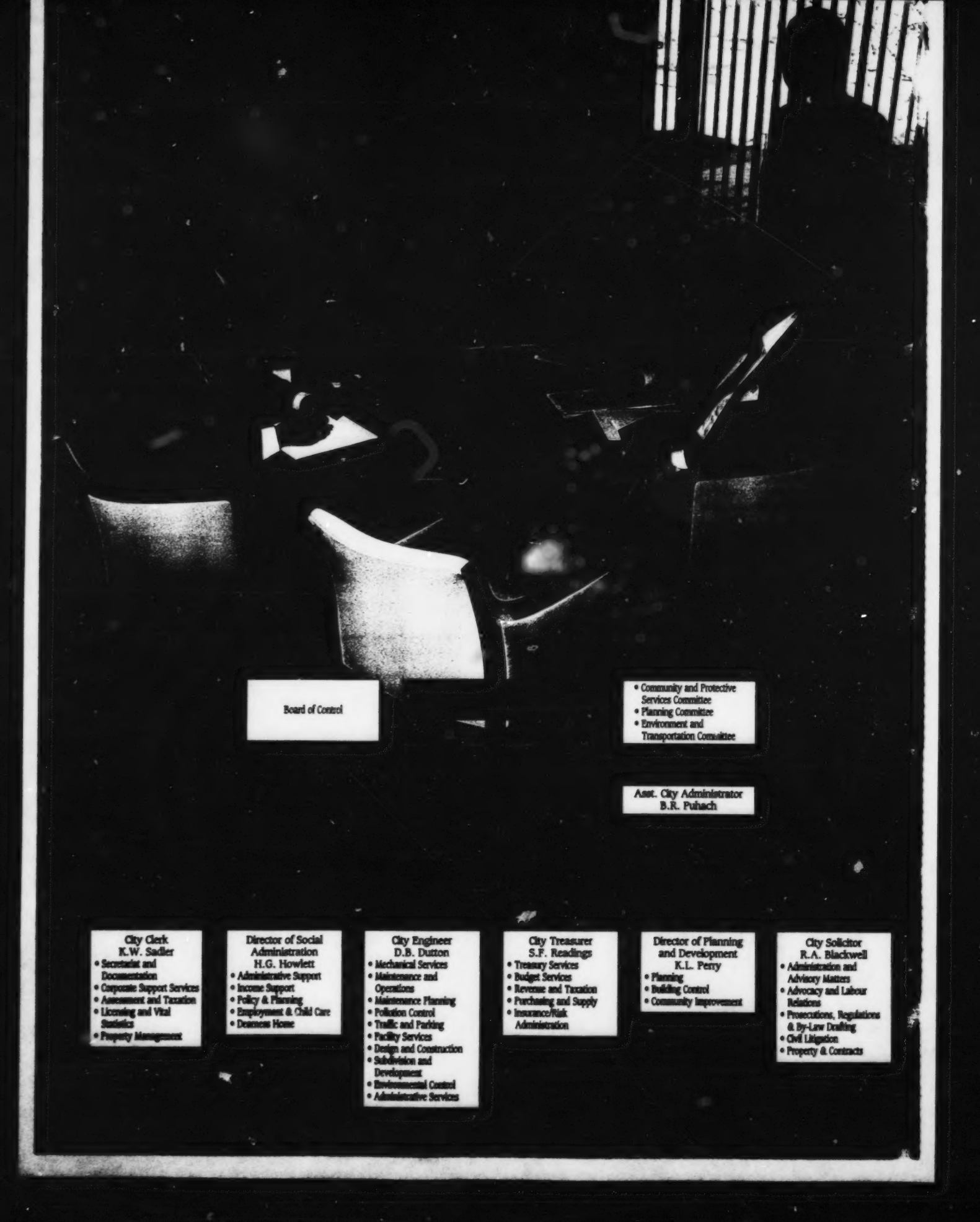
Deputy Mayor
J.O. (Jack) Burgham



Absent from Photo:
 Controller A.D. (Art) Carter
 Controller O. (Orlando) Zamprogna
 Councilor G.E. (Gary) Williams, Ward 5



Councilor M.L. (Mary Lynn) Metras Ward 2
 Councilor E.L. (Ted) Wernham Ward 7
 Councilor G.T. (Grant) Hopcroft Ward 5
 Councilor P.W. (Pat) O'Brien Ward 3
 Councilor B.R. (Bernie) MacDonald Ward 3
 Councilor D.L. (Dawn) Erskine Ward 4
 Councilor J.V. (Joe) Avola Ward 1
 Controller J.E. (Janet) McEwen



Board of Control

• Community and Protective Services Committee
• Planning Committee
• Environment and Transportation Committee

Asst. City Administrator
B.R. Puhach

City Clerk
K.W. Sadler
• Secretariat and Documentation
• Corporate Support Services
• Assessment and Taxation
• Licensing and Vital Statistics
• Property Management

Director of Social Administration
H.G. Howlett
• Administrative Support
• Income Support
• Policy & Planning
• Employment & Child Care
• Deafness Home

City Engineer
D.B. Dutton
• Mechanical Services
• Maintenance and Operations
• Maintenance Planning
• Pollution Control
• Traffic and Parking
• Facility Services
• Design and Construction
• Subdivision and Development
• Environmental Control
• Administrative Services

City Treasurer
S.F. Readings
• Treasury Services
• Budget Services
• Revenue and Taxation
• Purchasing and Supply
• Insurance/Risk Administration

Director of Planning and Development
K.L. Perry
• Planning
• Building Control
• Community Improvement

City Solicitor
R.A. Blackwell
• Administration and Advisory Matters
• Advocacy and Labour Relations
• Prosecutions, Regulations & By-Law Drafting
• Civil Litigation
• Property & Contracts



Senior Management Team

From Left to Right as pictured in photo

S.F. (Stan) Readings
K.W. (Ken) Sadler
M.C. (Maury) Engels
H.G. (Glenn) Howlett
B.R. (Bob) Puhach
D.B. (Darcy) Dutton
R.A. (Bob) Blackwell
K.L. (Ken) Perry

Message from the City Administrator

"Quality of life" is a much-used term these days, yet rarely is it defined.

In London, however, it translates to a host of features that explain why so many newcomers and long-time residents make their homes here.

Our rich heritage, beautiful river location, strong economic position and varied recreational, educational and cultural facilities continue to attract residents from across Canada and around the world.

Combined with our world-class health care facilities and a strong community and social network, it's little wonder that London's immigrant population has increased 500 per cent on a per annum basis since 1982. In 1990, over 1,700 immigrants chose London as their home, compared with 300 in 1982.

The City of London has met, and will continue to meet, through cooperative efforts, the human service needs of our increasingly diversified population.

I would like to congratulate all of our staff for their determination to remain focused during this year of economic challenges. I am particularly proud of their drive and effectiveness in ensuring the ongoing vitality and health of our City. Testimony to these efforts are the data included in this report, which reflect the City's achievements in 1990.

M.C. (Maury) Engels
City Administrator

Newcomers to the City of London in 1990 benefitted from a variety of services and initiatives including:

- Fostering greater communication through expanded use of an interpretive service through the London Cultural Interpretation Service;
- Assisting immigrants to find suitable housing by funding the Housing Registry Project in conjunction with the Ontario Ministries of Housing and Community and Social Services;
- Expanding employment-related counselling services for social assistance recipients through agreements between the City and both Goodwill Industries and Family Service London, resulting in 384 families and individuals leaving General Welfare Assistance;
- Entering into five new agreements with child care operators, bringing the total number of agreements to 51
- Creating 65 new subsidized housing units, bringing the total to 966;
- Offering an English in the Workplace program to Dearness Home employees by collaborating with the Multi-Cultural Workplace Program;
- Establishing a Race Relations Committee to assist City Council on matters involving racial, religious or ethnic circumstances.

In addition, the City provided grants to organizations such as:

- Cross Cultural Learner Centre;
- Seed money for the London International Children's Festival to be held in 1991;
- N'Amerind Art Festival;
- AISEC - 32nd Annual International Association of Students in Economics and Commerce; and
- London Regional Children's Museum.

Other highlights included:

- Retaining our standing as the City with the lowest residential taxation level in Ontario for municipalities with a population in excess of 150,000;
- Maintaining our Aaa credit rating by Moody's Investor Service - the highest rating a government

borrower can receive;

- Effective administration of an operational budget of \$256 million, together with a surplus of \$1.4 million;
- Continuing our commitment to the revitalization of the municipality's infrastructure by contributing \$2,160,000 to the Infrastructure Renewal Reserve Fund;
- Contributing \$2,988,000 to the Sanitary Landfill Site Reserve Fund for future capital costs to landfill sites and for all capital and current costs related to recycling;
- Implementing a "Blue Box" recycling program effective January 1, 1990; as well as setting up two recycling depots for multi-family dwellings, first paper recycling at City Hall and initiation of programs for telephone directories and initiation of assistance programs for industrial/commercial recycling;
- Increasing service levels for the roadside and winter maintenance program and Parking Enforcement operations;
- Initiating the London Airport Strategic Development Plan;
- Contributing \$825,000 to the London Medical Health Services and Advanced Technology Reserve Fund;
- Providing \$1,143,000 toward the Working Capital and Contingency Reserves;
- Committing \$4 million in capital contributions over five years, commencing in 1990, towards the University of Western Ontario's Renaissance Campaign;
- Administering 20 design and construction capital projects with a total value of \$15 million;
- Completing major sewer and road projects totalling \$11.5 million;
- Approving 400 acres of subdivision and development;
- Initiating a Master Pollution Control Plan with financial assistance from the Ministry of the Environment;
- Welcoming new employees with the implemen-

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Denmark, France, the United States and Great Britain set up shop in the city, citing our excellent quality of life - in the form of outstanding educational, recreational, medical and cultural facilities - as one deciding factor among many. Furthermore, London's location allows ready access to 60% of Canadian and U.S. markets. These major international companies included: International Paper of the U.S.; Hardi International of Denmark, Lever Industrial North America of the U.K. and the Netherlands; Jockey International of the U.S.; and Siemens of Germany.

Not to be outdone, the London County Council Small Business Centre also took to the world stage. Considered to be one of the best business

"London's close proximity to the United States market and the quality of life that London offers Lever employees were the two determining factors in establishing the North American operation in London," said Lever Industrial President Terry Campbell.

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1990 was estimated at 95,000.

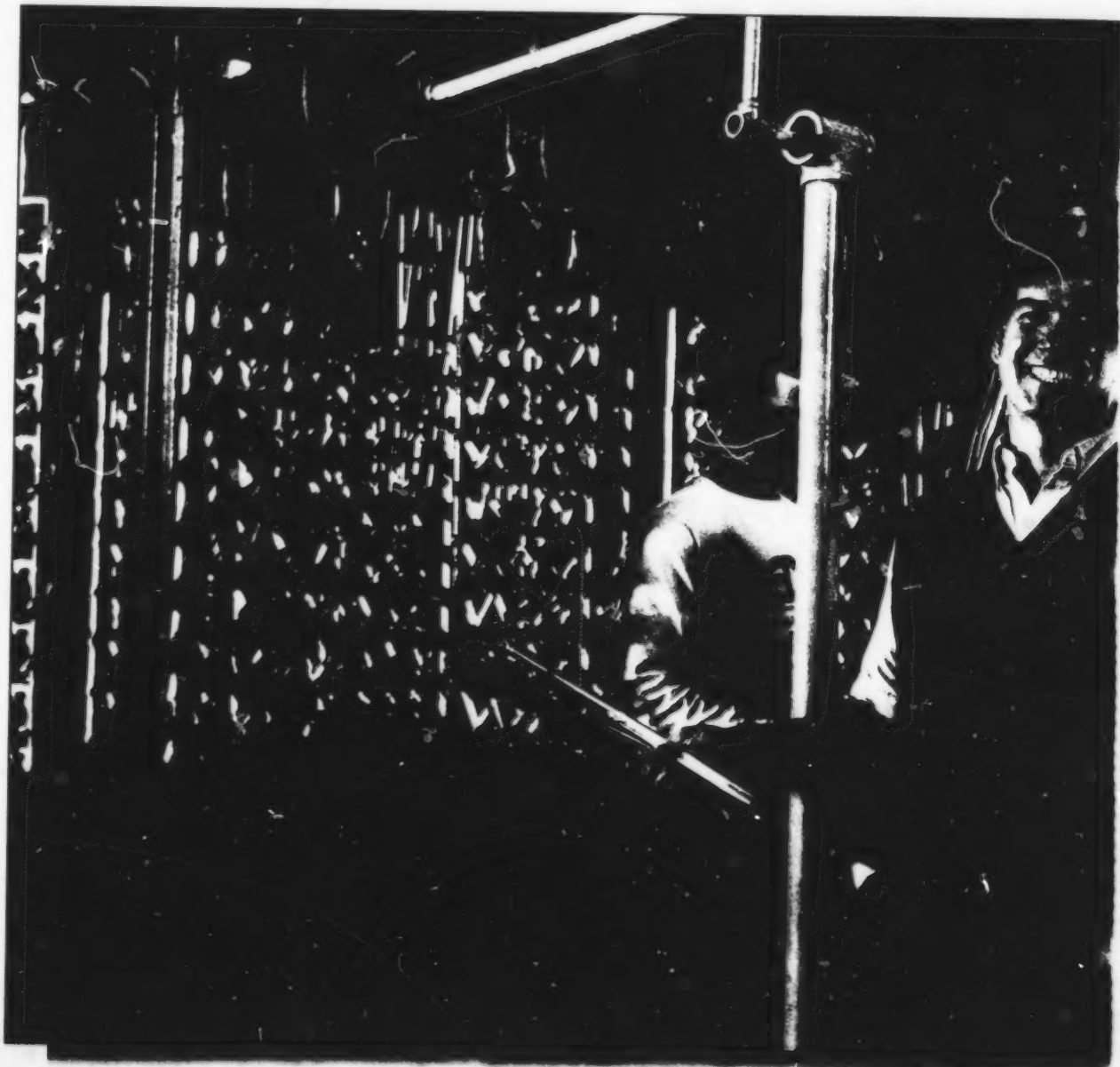
Convention Centre Stage is Set: Early in the year, the City and Commonwealth Hospitality Ltd. reached an agreement in principle for the joint development of the Convention Centre adjacent to a new 270-room Crowne Plaza Hotel, on a 2.7 acre site in the heart of Downtown London. The Toronto-based W&Z Zerafa Menkes Housder Partnership, a world-class architectural firm jointly selected to develop a design concept, design proposal was presented to City Council approved in late 1990. From the planning coordination of the project continues in preparation for construction, which will commence in 1991. The new Convention Centre is expected to draw large conferences, conventions and trade shows from across North America and beyond, reinforcing our position as a premier destination and strengthening our current standing as the premier convention city in Ontario.

City Administrator's Department (continued)

Putting Out the Welcome Mat. Effective communication with employees is a key element of the Personnel Division's success in attracting and maintaining an effective and motivated work force. To that end, the Division, with the help of many staff, introduced an expanded and more comprehensive orientation program for new staff. The program includes, among other things, a

three-hour orientation session and video presentation which outlines the City's history, services and people.

Fire Stations Stock Shelves for the Needy. Besides its vital role in protecting the lives and property of Londoners, the City's Fire Department plays a strong community role by annually



opening its fire stations for the collection of food donations. The City's ten stations assisted in collecting over 600,000 pounds of non-perishable food for the London and Area Food Bank in 1990, for distribution to the needy. In its principle duties 1990 proved to be another active year. The Department responded to 3,811 alarms - a drop from 3,876 in 1989 - with an average response

time of only 3.5 minutes. Fire Prevention personnel inspected 11,145 buildings and approved more than 1,150 sets of building plans during the year.

Connecting City Hall. Local Area Networks (LAN's) and personal computers are continuing to expand at rapid pace together with improved efficiency, communication and data sharing between Civic departments. Today's information needs demand integration, thus we anticipate a major focus towards expanded use of LANs as opposed to stand-alone PCs. With computerization also comes maintenance costs and in 1991 the Management Information Services Division will undertake a maintenance program for all PC-related products. It is anticipated that this will improve repair response time and reduce overall costs associated with computer maintenance.

"Effective communication is a key element in attracting and maintaining an effective and motivated work force."

David Crawford, owner of Can-Plate Electroplating, received support and assistance from the Small Business Centre in establishing his environmentally conscious approach to chrome-plating.



Social Services Department

Caring for the Community. Our community is a place where everyone is welcome and the Social Services Department is committed to meeting the fundamental needs of new and established Londoners. Over 15,000 residents of numerous ethnic backgrounds use the Department's services each year and it is our mandate to provide the highest quality and quantity of services possible. From children through to seniors, the Department provides well-organized, efficient and effective service in a sensitive manner. In order to meet the needs of the city's changing population, the Department has reorganized and refined its structure to incorporate smaller, more specialized Divisions. We feel this new arrangement will provide quality service that is more accessible and personal and will provide the Municipal Council with the policy and planning expertise required.

Serving the Community. Each year numerous local organizations are recipients of Community Service Grants. Rehabilitative, recreational, cultural and community groups staffed by dedicated volunteers play a fundamental role in providing and supporting the needs of residents. Groups such as the Cross Cultural Learner Centre, the N'Amerind Art Festival and the London International Children's Festival, for example, have worked to support a multicultural community in the City and have received grants to further their work in fostering understanding of various cultures. Along the same line, the Municipal Council contributed towards the 32nd Annual International Association of Students in Economics and Commerce (AISEC) in London.

Supporting the Supporters. During 1990 an Administrative Support Division was formed to provide administrative and financial expertise, direction and control for the Department. In addition, this division prepares all payments related to our General Welfare and Child Care Programs.

Helping People in Need. During 1990, the Provincial/Municipal Social Welfare Reform impacted on every major municipality in Ontario,

and London was no exception. With an ever-changing community, we found our clients required quality services that reflected their economic situations. In many cases, welfare payments were made to supplement part-time earnings where wages were not enough to provide a fair standard of living. We also saw increased General Welfare Assistance to new Canadians - part of the 1,300 new Londoners requiring the City's services. Various churches and agencies such as the Interfaith Counselling Centre and the Cross Cultural Learner Centre-work in conjunction with City programs to help new residents, including the English as a Second Language Program. Also, in an effort to better serve London's multicultural community, the City expanded use of interpretative services through the London Cultural Interpretation Service.

Promoting Self-Reliance. A total of 384 families and individuals were able to discontinue General Welfare Assistance in 1990 and move forward to new jobs and opportunities as a result of the Social Services Employment Initiatives Program. By meeting first with Job Developers to assess skills and employment readiness, a total of 1,237 people were then referred to employers, employment counselling services, skill training programs, English as a Second Language, academic upgrading or literacy training. The City negotiated Purchase of Service Agreements with agencies such as Goodwill Industries and Family Service London, to offer employment-related counselling to social service recipients. The Employment Initiatives Program yielded 2,226 months of savings in General Welfare Assistance for the City in 1990.

Caring for the Children. A total of 65 new subsidized day care spaces were approved by City Council in 1990, increasing the total number of spaces to 966. Five new agreements with childcare operators were also signed, bringing that total to 51. The result is a greater range of options for parents who require subsidized care in order to continue working, or in the case of single

Social Services Department (continued)

parents, to increase their skills through further education. The program is administered under the authority of the Day Nurseries Act and includes service to the Francophone and Native communities. The Day Care Advisory Committee provides information on child care issues and development within the City. The Committee is representative of the viewpoints of interested parents, child care providers, social agencies and the three levels of government and reports directly to the Community and Protective Services Committee of City Council.

Caring for Our Seniors. During breakfast at the Dearness Home one morning there was a friendly, animated conversation between a resident, her son and a staff member. Friendly exchanges between residents, staff and family are an important part of life at the Dearness Home, and this conversation happened to be in Portuguese. With 32 people on staff who speak 17 different languages, this rich resource enables us to serve residents from many cultures in a more personalized way. For those staff who wished to improve their fluency in reading, writing and speaking English, the Dearness Home, in cooperation with Multicultural Workplace Programs, offered an English in the Workplace Program during 1990 and plans to make the course available again during 1991.

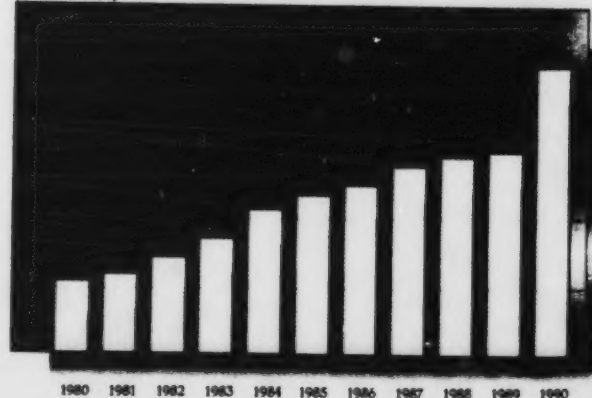
Our Seniors Day Program continues to be a popular program. Seniors who qualify may become temporary residents for periods up to 30 days, allowing families to pre-plan a holiday knowing their relative will be well cared for.

The Respite Program was expanded in 1990 to include seniors who are cognitively impaired and those who require greater levels of care. In 1990, Dearness staff successfully completed a pilot project testing an improved Resident Care Plan. Under this pilot project, the role of the Registered Nursing Assistant was expanded, allowing the Registered Nurse Unit Manager more time to promote "wellness".

Dearness for Seniors - Continuing Initiatives. On

October 22nd, 1990, Dearness Home, together with McCormick Home, Marian Villa and the Ministry of Community and Social Services, released results of the report: "Homes for the Aged and Service Needs of People with Dementia and their Caregivers," prepared by Dr. Myra Schiff. This was only one of the many initiatives undertaken by the Dearness Home in conjunction with Marian Villa and McCormick Home, to identify and respond to the needs of seniors. In response to recent studies that pointed to the need for improved staff training, Dearness Home participated in a joint venture of the Victoria Hospital Psychogeriatric Clinic and the Ministry of Community and Social Services to develop a training module for use in Homes for the Aged and Nursing Homes throughout Ontario. A major provincial initiative "Strategies for Change - Comprehensive Reform of Ontario's Long-Term Care Services" was released during 1990 and complemented the progress made by the Dearness Home Committee of Management and staff in planning the future services of the Dearness Home. As an active participant with community groups such as the Council for London Seniors, Dearness Home continues to assist, cooperate and gain valuable knowledge about community needs and the best possible way to respond to them.

SOCIAL SERVICES EXPENDITURES
(in millions of \$'s)





Planning & Development Department

Building for Tomorrow. The City's Building Division is at the hub of building activity in London and 1990 turned out to be the third best year ever in terms of construction value. While the 5,699 permits issued represented a 31% drop from 1989, the value of projects topped \$452 million. A drop in construction of single family dwellings - 789 in 1990, compared with 1,665 for 1989 - was the main reason for the decline, but other sectors showed the business community's confidence in the City's future. Commercial construction was up 17% to \$172 million as a result of permits for new office

buildings. Institutional construction more than doubled, going from \$31.3 million to \$79.1 million, primarily as a result of new and renovated school buildings. Industrial construction was down slightly from \$32 million to \$27 million. This confidence would appear to carry over to 1991 when, at the end of 1990, there were 373 applications filed for building permits with a construction value of \$47.1 million. Total related revenues collected in 1990 were \$2,265,220 with permit fees making up 81.3%.

Paving the Way for Development. The site plan



One London Place, the joint venture by London Life and Sifton Properties will enhance the economic viability of the downtown by providing a 24 storey office building with 5 levels of underground parking.

approval process was streamlined in 1990 and new procedures were adopted by Council. In addition, the site plan manual was reviewed, with particular attention paid to such items as visitor parking requirements in residential projects, garbage facilities, tree preservation, walkway standards and revisions to the development agreement clauses.

Quality, Not Quantity. Planning and Development staff have also been involved in reviewing the Work Order Letter process, which, simply put, are lawyers' enquires on property transactions. Approximately 9,000 to 11,000 of these letters are received each year and staff have been studying ways to reduce the number of manual steps from the process while improving the quality of information supplied.

Zoning In. The City's Zoning Reform Program has made considerable progress over the last year. A public participation meeting was held in late December and objections are being reviewed by the consultant. Meanwhile, the Program has involved technical staff for much of the latter half of 1990. As part of the Department's move towards automation, staff had to prepare data-entry sheets for all assessed properties in the city.

Signs of the Times. During November and December of 1990, staff have been involved in

reviewing the proposed Comprehensive Sign By-law. It is expected that a draft will be presented to the Planning Committee in early 1991.

A Roof Over Head. London is home to 44 non-profit housing corporations, a number of which cater to specific ethnic and cultural groups in the city. The Community Improvement Division, together with a large non-profit housing corporation (Homes Unlimited - Odell Jalna Residences of London) is sponsoring the 1991 Ontario Non-Profit Housing Conference in London. As many as 1,000 delegates are expected to attend the Conference's educational workshops and seminars. In bringing this Conference to London, the City is showing support for the non-profit housing sector, which has over 3,000 dwelling units, either built or under development.

Helping Hands. Finding suitable housing is a tough task for new immigrants, which is why the City, with the help of the Ontario Ministries of Housing and Community and Social Services, operates the Housing Registry Project for newcomers to Canada.

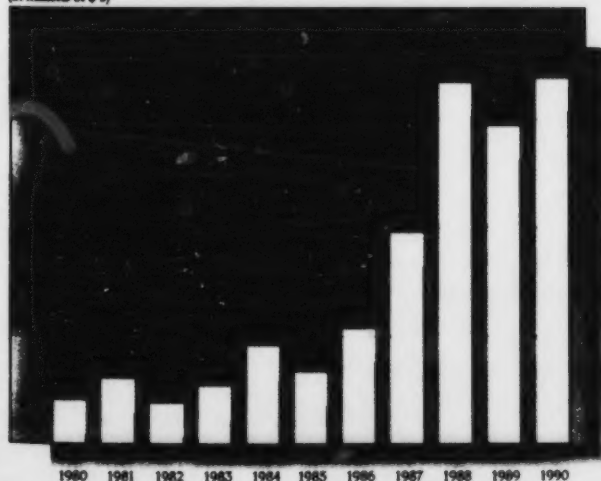
New Official Plan Imminent. The Minister of Municipal Affairs is considering approval of the City of London Official Plan. The Ministry's decision is expected in 1991.

Core Commitment. The Downtown Design Study progressed to the preparation of Draft Urban Design Concept and Design Guidelines. The Design and Concept Guidelines will assist in planning for a viable Downtown Core.

Development a Priority. Processing of Amendment applications continues to be a high priority in the Department. While the number of applications for Official Plan and Zoning By-law amendments were down to 153 this year from 204 in 1989, Official Plan and Zoning applications and reviews of applications dropped only slightly. In 1990, 144 Official Plan and Zoning applications were processed by the Planning

COMMERCIAL CONSTRUCTION VALUES

(in millions of \$'s)

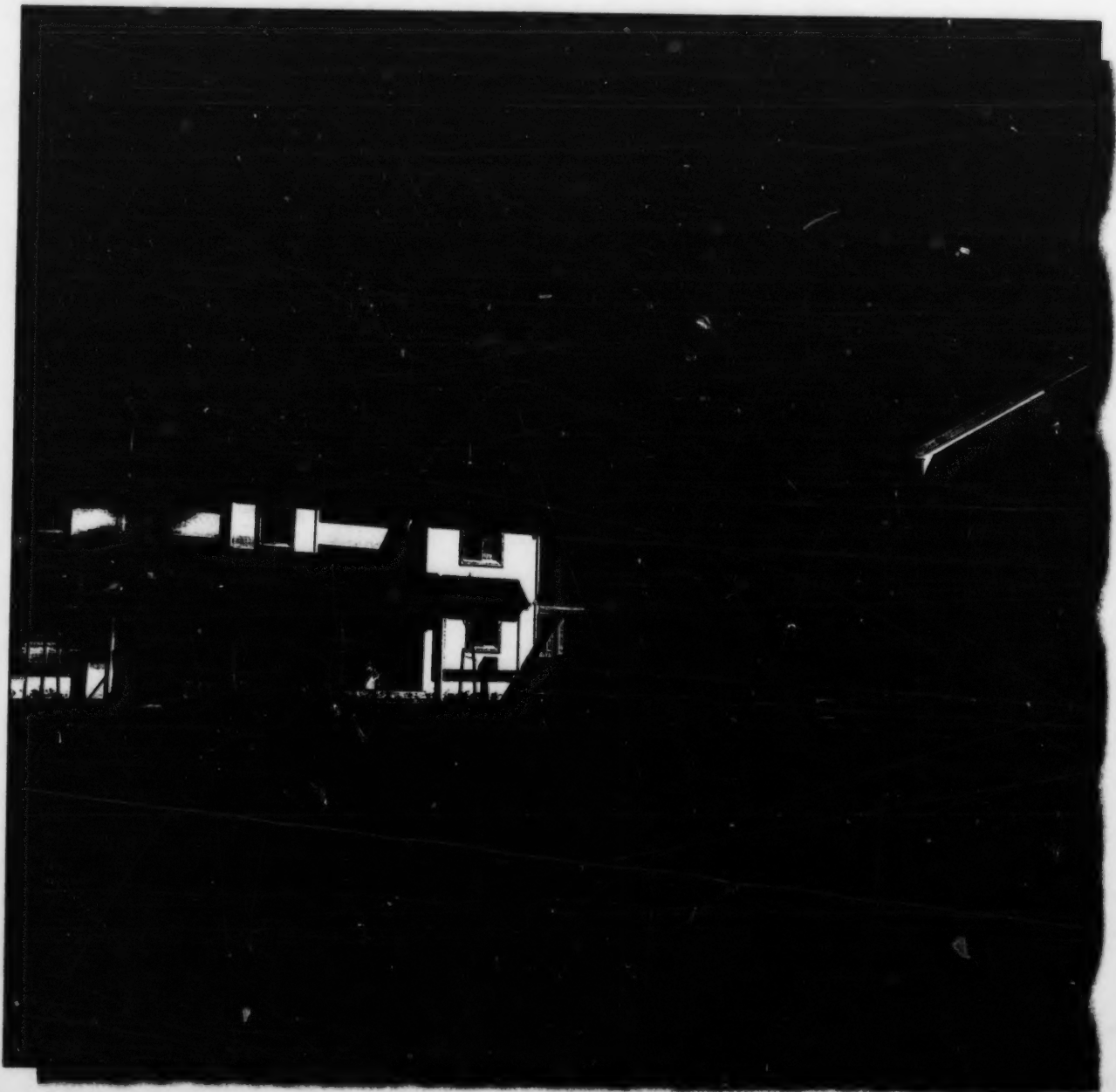


Planning & Development Department (continued)

Committee, compared with 164 in 1989. Review of applications to the Committee of Adjustment and Consent Authority reached 562 in 1990, a decrease from 587 received in 1989.

Mapping Our Future. The Planning Division had acquired and installed, by year's end, an

automated mapping management system for proper updating and effective utilization of the digital map files. A wide range of automated mapping applications will allow the digital map data to be used to its fullest potential.



The London Non-Profit Multi-Cultural Residents Project is just one of the non-profit housing corporations that support newcomers through community networking.

City Engineer's Department

Committed to the Environment. To stop water pollution at its source, the Engineering Department is working with industry to inform them of the Ministry of the Environment's new Municipal/Industrial Strategy for Abatement (MISA) Program. MISA's aim is to remove toxic discharges from the sewer systems. In addition, a Master Pollution Control Plan is being developed with financial assistance from the Ministry, in order to determine the most effective way to meet the City of London's present and future sewage treatment needs. On the home front, the program for the collection and disposal of household hazardous wastes was continued in 1990. Each Saturday during May and September, and the last Saturday in June, July and August, Londoners disposed of paints, insecticides, solvents and other hazardous wastes, thereby safeguarding the City's landfill and sewage system from their hazardous effects.

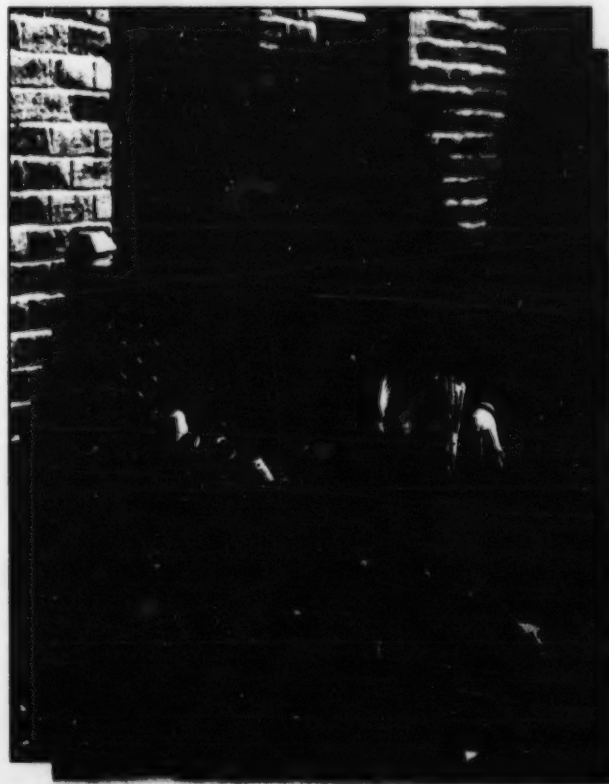
True Blue. Londoners embraced the new Blue Box Recycling Program in 1990, making the City's first year in curbside recycling an unmitigated success. Households throughout the City deposited newsprint, glass, metal and plastic soft drink containers into their Blue Boxes, averaging an incredible 335 pounds per household, or approximately 12% of total single family household waste. With the success of curbside recycling underway, the City also set up two recycling depots for multi-family dwellings, launched a Fine Paper Recycling Program at City Hall, and set up special collection programs for telephone directories. Last year also saw the initiation of an assistance program for industrial and commercial recycling.

Propane Switch Saves. Since 1984, the City Engineer's Department has been passing over gas in favor of propane and the savings have been substantial. In order to reduce fuel costs, the Department has been steadily converting the City's automobiles, pickups and vans to propane since the inception of the program. The current complement of 116 propane units has resulted in a total savings of \$654,000 at current fuel prices,

after considering the cost of vehicle conversion.

Sewer Maintenance Computerized. With a few strokes of a keyboard, the City maintenance staff are now able to use computer drafted drawings to identify locations within the vast sewer network where work must be carried out. The implementation of SIMS (Sewer Inventory Maintenance System), which was initiated in 1988, is well underway and SIMS software should be completely functional by mid-1991. As part of the program, the City also televised 80 km of sewer in 1990.

Green Light for Expansion. London's state-of-the-art Computerized Traffic Signal Control System is only a year away from including all traffic signals in the City. In 1990 another 45 signals were added to the system, bringing the number to 215 of the City's 229 traffic signals whose operations are co-ordinated through the use of



Londoners enthusiastically welcomed the opportunity to do their part to preserve the environment through implementation of the Blue Box Curbside Recycling Program in 1990.

City Engineer's Department (continued)

cable television network and Bell Canada lines. All traffic signals in the city will be on the system in 1991.

Municipal Buildings Get Smart. An energy saving retrofit was completed at both Bathurst and Adelaide Works Operations Centres during 1990 and the program is to be continued at City Hall during 1991. Computerized software will control and monitor the environmental conditions and electrical usage at the sites, while a computerized system will automatically control the temperature at the remote locations and indicate an alarm condition if these areas are not within the control limits.

In the Works. In 1990, almost \$15 million in capital works projects were constructed and administered by the Design and Construction Division. Five projects, totalling approximately \$1.9 million were designed and supervised in-house, while the remaining 15 were handled by consulting engineers. Major projects totalled \$11,479,000, with over a third of that figure going to the major road widening of the Wellington Road - Commissioners to Baseline area

- at a cost of \$4.1 million. A listing of major projects is shown on the chart below.

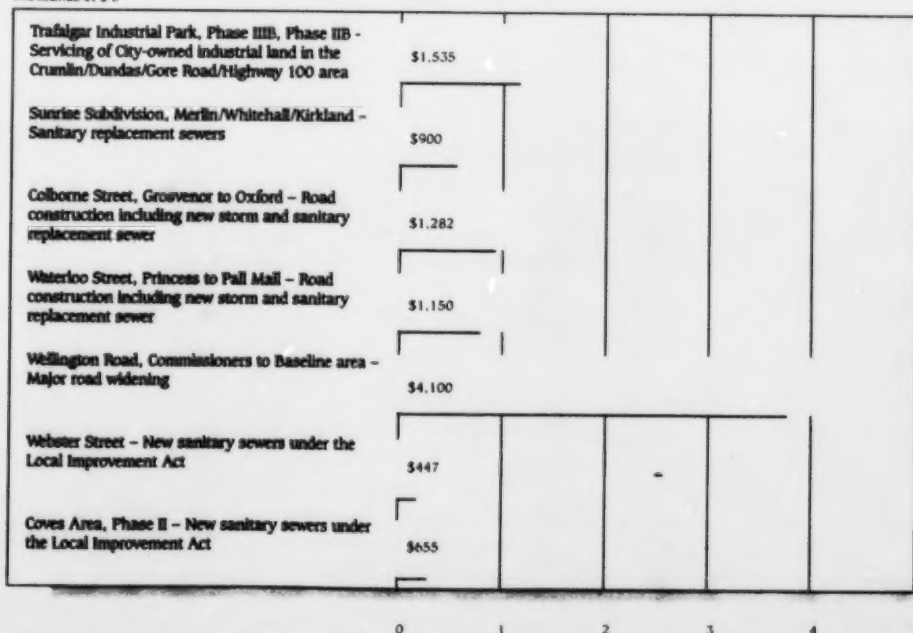
Setting Their Sites. Over 400 acres of subdivision development and 225 site plans were given the nod in 1990, in what turned out to be an active construction year. Above-normal use of municipal services meant the completion of 6.3 miles of roadworks, 7.4 miles of sidewalks, 6.0 miles of sanitary sewers and 4.6 miles of storm sewers. Over 600 applications were referred to the City Engineer for comments and response by the London Consent Authority and the Severance Committee.

Development Contributes to Services. Levy funds collected from new development in 1990 paid for major sewer and road projects totalling \$11.5 million. Studies now underway may lead to increasing these contributions to assist in Police, Fire, Transit and PUC needs in accordance with Bill 20. As a result of these studies a new levy by-law will be in effect in the Fall of 1991.

The Job That Never Ends. Maintaining the City's infrastructure is a continuous task and nowhere is

MAJOR PROJECTS CONSTRUCTED IN 1990

Thousands of \$'s



that more evident than in the areas of sewers, garbage and road maintenance. Sewer-related activities in 1990 reflected a cost per capita of \$9.07, of which \$1.94 per capita was directly related to the cleaning of 523 miles of sanitary sewers and 444 miles of storm and combination sewers. The Engineering Department collected 132,817 tons of residential and commercial garbage in 1990, with just over half (71,717 tons) disposed of at the Victoria Hospital Energy From Waste Plant. The remaining 61,000 tons were disposed of at the W12A landfill site. Cost

for collection was \$31.43 per ton or \$14.15 per capita. In the area of road maintenance, activities included resurfacing, surface treatment, slurry seal, crack patching and sealing. A new product, specialized reinforced matting, was used as part of the road surfacing on Highbury Avenue and will be evaluated to determine possible future use. An enhanced winter maintenance program for salting, sanding and cleaning of ice and snow from the roads and sidewalks within the City in 1990 required the addition of two road sanders and snow plows.



City Engineer, Darcy Dutton, consults with Engineering and Health and Safety staff to ensure the safety of construction sites.

City Clerk's Department

Minding Times. The City Clerk is the record keeper for the lives and times of Londoners. Births, marriages and deaths are registered by the Department on behalf of the Province. In 1990, London welcomed 7,216 newborns, issued 3,150 marriage licences and recorded 2,993 deaths. This vital information is transmitted to the Registrar General of Ontario, where, among other things, it is used in the administration of benefit programs provided by the Province.

Bingo Bonanza. Londoners spent over \$13 million on bingos last year and close to \$3 million of the proceeds found its way to the London area's numerous charitable organizations - ranging widely from health related fields to community and social organizations and from cultural and recreational groups to multicultural associations. Before a bingo can be staged in the city, sponsors must obtain a "bingo lottery" licence from the City Clerk's Department. Last year approximately 2,600 licences were issued by the Department.

House Calls. When the City needs to acquire land for roadway construction, or for protection of natural areas, the Property Division must don one of its many hats. The Division, which functions in many ways like a small real estate company, acts not only as a buyer of property, but also as a seller, an appraiser and a rental manager. If, for example, the City must build or widen a road, the Division is charged with obtaining any necessary property. From time to time the City will also acquire properties in conservation and flood plain areas, in conjunction with the Upper Thames River Conservation Authority. When these sites contain viable residential structures, the properties are turned over to the Division to manage as rental accommodation. In 1990, approximately 120 rental properties of all types were included in the City's portfolio.

Legal Department

An Ounce of Prevention. In 1990 activity in the Legal Department continued to be strong in all areas including civil litigation, labour relations, planning, municipal law enforcement and real estate. Further progress was made during the year in the Department's program of computerization of its records and research elements. The Department continued its efforts toward development of a preventative law program and methods of maintaining and increasing the quality of legal services.

"Close to \$3 million found its way to the London area's numerous charitable organizations."

The Cross Cultural Learner Centre, a City of London grant recipient, provides an array of services to newcomers to ease the transition to their new home.



Finance Department

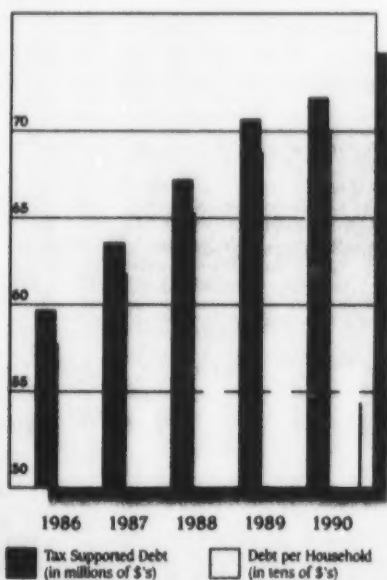
Weathering the Storm: The headlines in 1990 were dominated by news of the recession and sky-rocketing welfare costs, but because of a diverse economy, London was able to weather the storm well. With a steady eye on the books, the City of London was able to maintain or improve services, while at the same time, closely control expenditures. The result of the scrutiny was a budget surplus of approximately \$1.4 million for the year ended December 31, 1990.

London Gets All A's: The City of London's financial report card for 1990 continues to be all A's - Aaa to be exact. Moody's Investors Service, one of North America's leading credit authorities, maintained London's Aaa rating, citing "low debt burden, manageable capital requirements, satisfactory finances and a stable and diverse economy" as the reason for the rating. The City's debenture debt has been Aaa rated since 1977 - the highest rating a government borrower can receive.

Saving Today for Tomorrow: Much like its citizens, the City of London realizes that reliance on long-term debt to finance capital expenditures is a recipe for economic hardship. To that end, the City continues to increase financing of capital expenditures from current revenues. It's the long-term financing policy of the Municipality to save today for projects tomorrow - thereby reducing reliance on long-term debt.

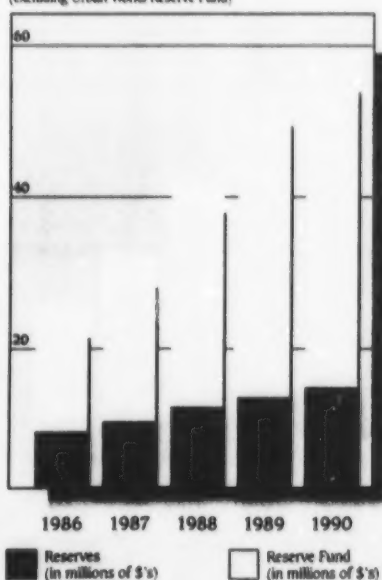
Tax Collections a Mirror of the Economy: To look for proof in London's stability in tough economic times, look no further than the City of London's

TAX SUPPORTED DEBT

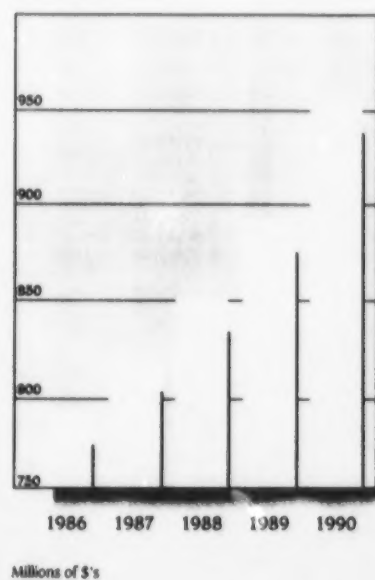


TRENDS IN RESERVES

(excluding Urban Works Reserve Fund)



ASSESSMENT



taxes receivable position. Despite a sluggish economy, only 4.7% of the total taxes levied remained outstanding at year end - a 1.3% increase over last year.

Taxable Assessments an Indicator of Growth: The 1990 Taxable Assessment for the city increased by 6.75% over 1989. An active development market, combined with a dynamic economy, take dual credit for the assessment growth. A history of assessment from 1986 through 1990 is included in the chart (on this page).

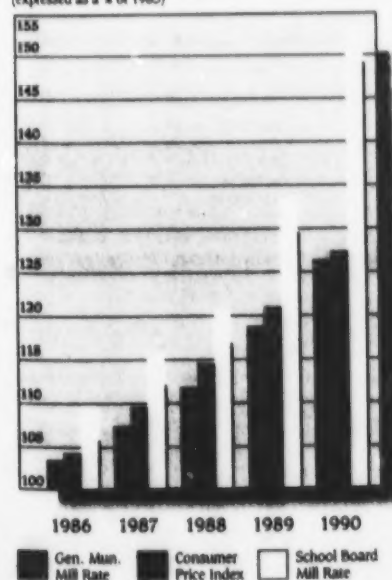
Mill Rates Contained. In 1990, City Council tabled a 6.9% increase in the residential mill rate - demonstrating the efforts of Council and the Civic Administration in our battle to contain mill rate growth. Over the last five years, the growth in mill rate has been less than the Consumer Price Index change over the same period. The chart below compares mill rate growth to inflation as measured by the Consumer Price Index, for the period of 1986-1990.

Debenture Issue Well-Received: The Corporation tendered one debenture issue in 1990 for the sum of \$16 million - the proceeds of which financed various municipal capital projects. London's excellent credit rating and the market conditions at the time of the issue allowed for securing the debt at an attractive rate. The Debenture issue is reflected in the chart on this page.

Paying Down the Debt: The City of London is continuing its commitment to shorter repayment periods on debt issues. Future projections estimate that over

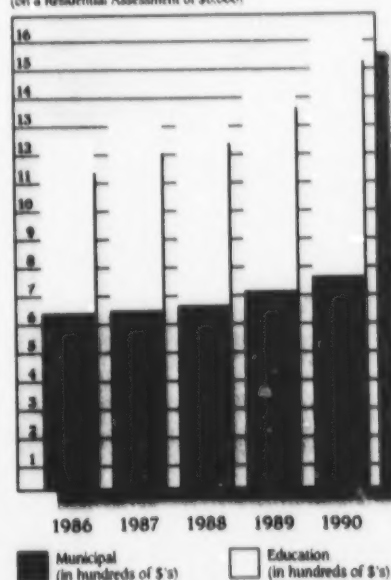
MILL RATE GROWTH

(expressed as a % of 1985)



PROPERTY TAXES

(on a Residential Assessment of \$6,000)



DEBENTURE ISSUE

Amount	\$16 million
Successful bid	\$98.956 / \$100
Average cost of capital	12.045%
Type	Serial instalment
Term	9 years
Interest payable	11.25% - 12.0%

Finance Department (continued)

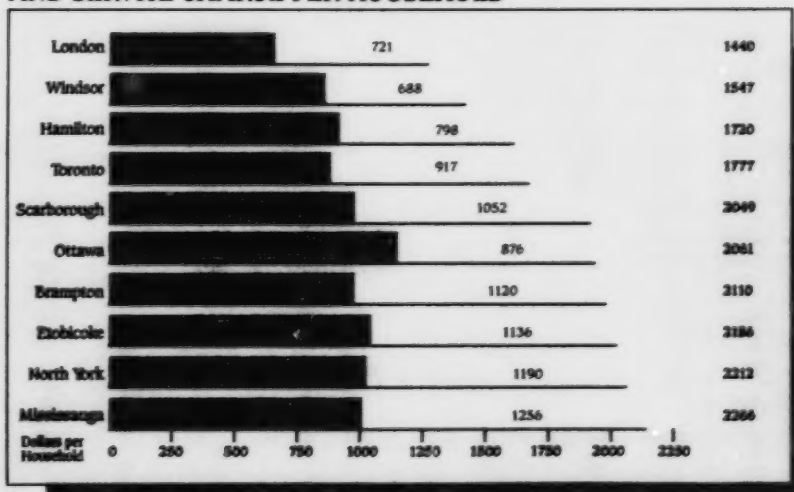
three-quarters (78.3%) of the net long-term debt of \$72,212,359 (as of Dec.31, 1990) will be repaid by December 31, 1995. Trends in tax-supported City debt per household over the past five years are illustrated in the accompanying chart.

Efficiency and Effectiveness are On-Line: The Finance Department developed a five-year strategic plan in 1990 to implement new computer technology. The plan will increase efficiency and effectiveness of the Department in meeting the financial planning, reporting and accounting needs of the Corporation.

Keeping an Eye on the Bottom Line: When a 1990 task force appointed to review the system used for capital budget monitoring identified areas for improvement in the existing system, the Corporation took action. Modifications to both the hard copy reports and the on-line screens provided life-to-date summary and transaction details on capital projects to project managers. That resulted in improved efficiency, control and monitoring of projects, plus better information availability.

Tax Payments Automated: Near year-end, the Department acquired a payment processor which optically reads tax payment stubs, prepares cheque batches for deposit, and produces a magnetic tape to update the tax system. As a result, the Corporation should see the payback in 1991 with efficiencies in the areas of utilization of human resources, improved interest earnings, and reduced bank charges.

**1990 COMPARATIVE RESIDENTIAL TAX
AND SERVICE CHARGE PER HOUSEHOLD**



 Municipal

Source - Ministry of Municipal Affairs

 Education

Five Year Financial Review for the year ended Dec. 31, 1990

	1990	1989	1988	1987	1986
Taxable Assessment					
Residential and Farm	\$639,789	\$602,646	\$575,937	\$552,666	\$532,084
Commercial and Industrial	218,092	201,861	190,727	186,000	181,246
Business	95,957	89,032	84,141	82,172	80,111
Total Taxable Assessment	\$953,838	\$893,539	\$850,805	\$820,838	\$793,441
Mill Rates					
Residential and Farm	127.32	119.08	112.86	107.96	104.64
for General Municipal Purposes	148.21	129.20	117.17	112.66	106.26
for School Board Purposes					
Total Residential and Farm	275.53	248.28	230.03	220.62	210.90
Commercial and Industrial	324.15	292.09	270.63	259.54	248.11
Tax Arrears					
Percentage of Current Levy	4.7%	3.4%	2.7%	2.5%	2.3%
Net Long Term Liabilities (U.S. \$ Converted at Rate of Exchange at December 31)					
General Municipal	\$ 72,212	\$ 70,480	\$ 66,933	\$ 63,498	\$ 59,489
Municipal Reserve Funds	6,250	4,433	3,227	2,127	2,333
	\$ 78,462	\$ 74,913	\$ 70,160	\$ 65,625	\$ 61,822
Charges For Net Long Term Liabilities					
General Municipal Activities	\$ 18,626	\$ 17,187	\$ 15,348	\$ 14,660	\$ 14,940
Capital Financing During The Year					
Contribution From Own Funds	\$ 36,399	\$ 22,514	\$ 30,999	\$ 12,312	\$ 12,378
Net Long Term Liabilities Incurred	16,000	16,000	15,000	14,033	9,150
Ontario Grants	13,675	5,200	7,024	7,729	7,980
Other	2,223	2,975	2,287	2,663	1,301
	\$ 68,297	\$ 46,689	\$ 55,310	\$ 36,737	\$ 30,809
Capital Expenditures During The Year Financed from Current Taxation, Capital Reserves, Capital Grants and Other Revenue	\$ 57,043	\$ 31,778	\$ 33,226	\$ 32,008	\$ 26,701
Financed from Urban Works Reserve Fund	10,881	16,123	18,754	5,667	4,231
	\$ 67,924	\$ 47,901	\$ 51,980	\$ 37,675	\$ 30,932
Accumulated Net Revenue at Year End	\$ 1,367	\$ 4,772	\$ 5,094	\$ 4,226	\$ 3,048
Reserves and Reserve Funds	\$ 67,683	\$ 63,982	\$ 45,733	\$ 44,065	\$ 31,505

Note: All dollar amounts are in thousands of dollars.

Consolidated Statement of Operations for the year ended Dec. 31, 1990

	1990 \$	1989 \$
SOURCES OF FINANCING:		
Taxation and user charges		
Residential and farm taxation	179,395,662	153,640,681
Commercial, industrial and business taxation	113,331,764	96,912,263
Taxation from other governments	10,179,432	9,387,638
User charges	32,247,696	34,156,790
Deduct: Amounts received or receivable for school boards	(158,070,925)	(130,997,839)
	177,083,629	163,099,533
Grants		
Government of Canada	6,337	271,804
Province of Ontario	97,087,920	74,974,747
Other municipalities	20,191	22,805
	97,114,448	75,269,356
Other		
Contribution from developers	12,253,002	13,598,173
Investment income	12,083,203	10,478,325
Sale of land and other assets	4,029,903	3,978,738
Fines, penalties and interest on taxes	3,580,751	2,726,287
Miscellaneous	2,229,232	2,116,291
	34,176,091	32,897,814
Proceeds from the issue of long term liabilities	16,000,000	16,000,000
FUND BALANCES AT THE BEGINNING OF THE YEAR		
To be used to offset taxation or user charges	4,771,865	5,093,517
Unexpended capital financing	2,521,899	3,734,383
Total financing available during the year	331,667,932	296,094,603

NOTE TO THE READER

The financial information presented has been extracted from the 1990 Financial Report of the Corporation of the City of London. This Report has been audited by Deloitte & Touche, Chartered Accountants.

BASIS OF FINANCIAL REPORTS

Using guidelines established by the Ministry of Municipal Affairs, the Corporation of the City of London consolidates the operations of the following entities into its Financial Reports.

1. London Police Services Board
2. London Transit Commission
3. London Public Library Board
4. Centretown Business Improvement Area
5. London Downtown Business Association

Notes to the Statements form an integral part of all Financial Reports and provides the reader with a full understanding of the corporate position. A complete Financial Report is available upon request.

	1990 \$	1989 \$
APPLIED TO:		
Current operations		
General government	21,262,098	19,749,808
Protection to persons and property	56,546,803	50,701,728
Transportation services	57,396,876	51,073,666
Environmental services	29,153,623	27,531,210
Health services	2,118,268	1,988,359
Social and family services	63,249,937	47,553,384
Recreation and cultural services	18,234,957	16,198,559
Planning and development	7,818,905	6,920,198
	255,781,467	221,716,912
Capital		
General government	2,852,971	848,053
Protection to persons and property	3,604,467	1,077,013
Transportation services	30,813,834	22,729,112
Environmental services	13,563,022	11,541,865
Health services	404,722	314,000
Social and family services	566,531	651,289
Recreation and cultural services	10,222,086	6,216,929
Planning and development	5,895,889	4,523,033
	67,923,522	47,901,294
Net appropriations to reserves and reserve funds	3,700,722	19,182,633
FUND BALANCES AT THE END OF THE YEAR		
To be used to offset taxation or user charges	1,367,024	4,771,865
Unexpended capital financing	2,895,197	2,521,899
Total applications during the year	331,667,932	296,094,603

Consolidated Balance Sheet for the year ended Dec. 31, 1990

	1990 \$	1989 \$
ASSETS		
Unrestricted		
Cash	15,330,056	24,988,605
Taxes receivable	13,132,856	7,899,865
Accounts receivable	12,093,307	11,091,638
Other current assets	2,602,881	2,251,283
Long term receivables	112,381	160,584
	43,271,481	46,391,975
Restricted		
Cash	49,617,981	46,878,629
Accounts receivable	613,459	869,372
Long term investments	2,990,000	2,826,000
Investment in own debentures	1,302,000	1,247,685
	54,523,440	51,821,686
Capital outlay financed by long term liabilities and to be recovered in future years	77,884,387	74,120,129
Add unrealized foreign exchange adjustment	578,450	792,881
	78,462,837	74,913,010
	176,257,758	173,126,671
LIABILITIES		
Accounts payable and accrued liabilities	14,005,693	15,632,251
Other current liabilities	11,843,848	11,305,209
	25,849,541	26,937,460
Net long term liabilities	78,462,837	74,913,010
Contingent liabilities		
FUND BALANCES AT THE END OF THE YEAR		
To be used to offset taxation or user charges	1,367,024	4,771,865
Unexpended capital financing	2,895,197	2,521,899
Reserves	13,159,719	12,160,751
Reserve funds	54,523,440	51,821,686
	176,257,758	173,126,671

Trust Fund – Statements of Continuity and Balance Sheets for the year ended Dec. 31, 1990

	1990 \$	1989 \$
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STATEMENT OF CONTINUITY

Balance at the beginning of the year	3,404,091	3,414,592
Revenue		
Capital Receipts	4,177,656	3,840,595
Interest Earned	365,781	299,002
	4,543,437	4,139,597
Expenditures		
Forgiveness Earned	154,384	168,160
Maintenance Payments – Deerness Home	3,927,747	3,837,586
Miscellaneous	183,911	144,352
	4,266,042	4,150,098
Balance at the end of the year	3,681,486	3,404,091

BALANCE SHEET

	1990 \$	1989 \$
Assets		
Cash and Short Term Deposits	2,068,654	1,579,795
Accounts Receivable	898,747	1,190,360
Investments	714,085	633,936
	3,681,486	3,404,091
Liabilities and Equities		
Fund Equity	3,681,486	3,404,091
	3,681,486	3,404,091

Consolidated Schedule of Reserves & Reserve Funds for the year ended Dec. 31, 1990

	1990 \$	1989 \$
Balance at the beginning of the year	63,982,437	44,799,804
Revenues		
Contributions from revenue fund	19,260,350	20,919,628
Contributions from capital fund	792,723	1,059,311
Contributions from developers	12,253,002	13,598,173
Investment income	8,361,544	6,028,234
Other	224,742	197,722
	40,892,361	41,803,068
Expenditures		
Transfers to capital fund	31,849,384	18,820,015
Transfers to revenue fund	5,342,255	3,800,420
	37,191,639	22,620,435
Balance at the end of the year	67,683,159	63,982,437
Analyzed as follows:		
Reserves		
Working capital	6,941,766	6,241,766
Contingencies	5,341,625	4,969,441
Acquisition of fixed assets	249,595	189,815
General operating	351,733	609,729
Municipal elections	275,000	150,000
Total Reserves	13,159,719	12,160,751
Reserve Funds		
Acquisition of fixed assets		
- Vehicles	7,014,681	6,985,176
- Facilities	16,437,430	14,860,688
Recreational programs & facilities	229,647	530,958
Park purposes	1,489,269	2,824,660
Self insurance	1,804,553	2,027,339
Sick leave	1,725,316	1,619,362
Capital grants	2,861,544	2,204,046
Industrial oversizing	785,282	746,855
Urban works	8,701,984	10,340,459
Downtown Facade Improvement Program	138,961	179,999
Police OMERS	802,551	881,602
Miscellaneous property acquisition	16,556	58,909
Flood plain and conservation land	38,840	48,996
Industrial land	5,134,636	4,274,733
Infrastructure renewal	2,262,915	2,989,230
Capital growth	5,079,275	1,248,674
Total Reserve Funds	54,523,440	51,821,686
Total Reserves and Reserve Funds	67,683,159	63,982,437